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1924

Business Talk-Plans

IMPROPTU



Book Four



BENJAMIN BILES



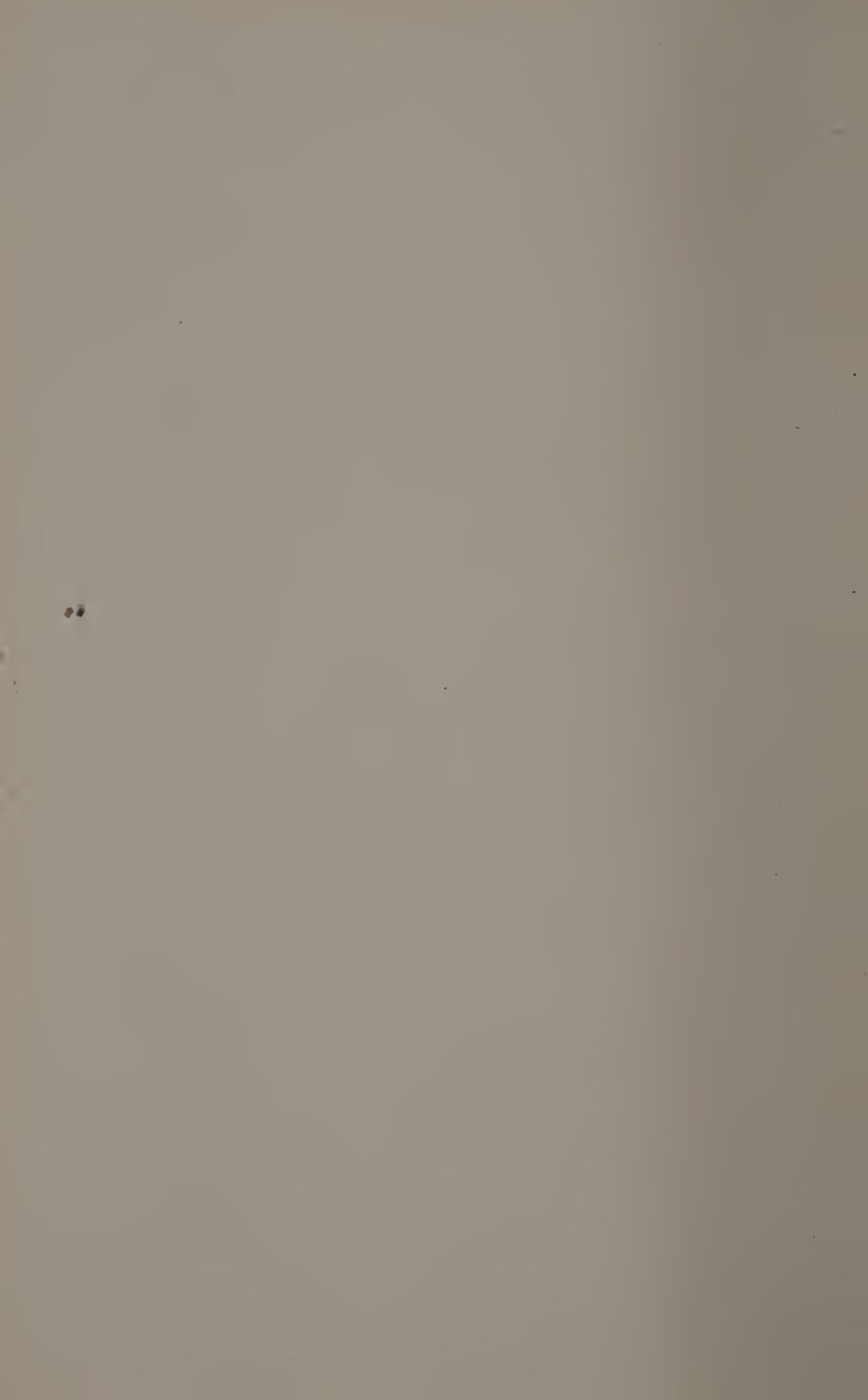
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BOOK IV

The **Impromptu Talk-Plan**

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Published by the

BUSINESS TALK-PLAN COMPANY
One Two Seven North Dearborn Street
C H I C A G O
1924

HF 5353
B5
1924

Third Edition

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FEB 15 '24

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Book Four General Outline of Step Four



CONFIRMATION



PART I—PRINCIPLES

Kipling, it was, who wrote substantially: "I have five men good and true. Their names are What and Why and Where and When and Who."

We here in this Fourth Step of the IMPROMPTU TALK-PLAN have three men, "Where, When and Who"—men of CONFIRMATION backing up the "How-Why" men of EXPLANATION. These five men "good and true" carry through to conviction the APPEAL for the PROPOSITION, both from the point of view of its "horse sense" and its "dollar-cents"—the former being the kind of material shown in EXPLANATION, the latter, the kind of materials advanced in CONFIRMATION.

THE IMPROMPTU TALK-PLAN

Section One: General nature of CONFIRMATION:

Need for CONFIRMATION Referring again to our cartoon-vacation instance, very possibly the careful reader would say to himself as his eye completed running over the two panels of distinctly different sorts of vacations, "From the point of view of greater comfort, vacation in the country possibly would be preferable." And this, it will be remembered, is the APPEAL and PROPOSITION which we phrase in our second step in the form of SUGGESTION. And, indeed, it will be remembered that the cartoonist at the bottom of his two cartoons did have the SUGGESTION, "Comfort considered, would you not rather spend your vacation in the country?"

And if you were actually giving this vacation talk, you would follow up the PARALLEL-COMPARISON and SUGGESTION of greater comfort in the country with HOW-WHY EXPLANATIONS of (1) informal attire being proper in the country, (2) encouragement in a rural environment of restful relaxation rather than nerve-tearing and competitive recreation, (3) the burning blasts of old Sol routed by breeze and rock-hidden water bubbling up from the

CONFIRMATION

deep recesses of the earth, with the cool spiciness of the forest in reserve.

At this point your listener very probably would say, "Yes, your reasons seem to assure greater comfort by vacationing in the country. However, to be really certain about it I should like to know how other people have found it and what they say about it." In other words, the next natural thought in your listener's mind would be, "What is the evidence?"

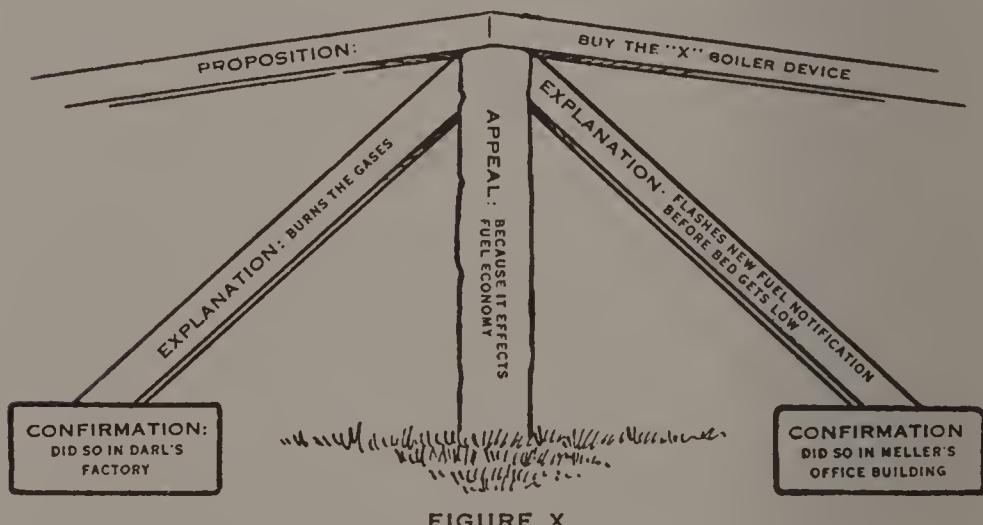
Illustration of CONFIRMATION And in relation to this demand of the listener for substantiating evidence, we could submit this "Where": "Khaki union-alls are the approved form of dress morning, night and noon at all the Michigan and Wisconsin farm resorts"; this "When": "Last summer at Cardy's on Lake Delavan, at Hodgson's the summer before, and at Camel's the third summer back at Twin Lakes, rolled up sleeves and turned in blouses prevailed"; this "Who-said-so": the report of a solicitor of newspaper advertising from country resorts. This solicitor, in the course of his business, would be described as visiting all the farm resorts of the North and recently as sending to the main office, the suggestion of heading the advertising copy of his clients, "Where you can wear Khaki and be in good form."

THE IMPROMPTU TALK-PLAN

In short, it is CONFIRMATION that is the next natural question that arises in the listener's mind as the idea grows from a *possibility* as shown in the First and Second Steps on to a *probability* as shown in the Third Step, and now to an *actuality* as presented in this Fourth Step.

Confirmation
like cement
setting

The best general idea of the cementing nature of this Fourth Step of CONFIRMATION can be gained from noting the diagram below.



Note here in this figure that the big beam which is the PROPOSITION to be held up is: "Buy the X Boiler device." The main post of support for this PROPOSITION is the APPEAL: "Because it effects fuel economy." To this APPEAL we give a support in the EXPLANATION: "The X Boiler device flashes

CONFIRMATION

new fuel notification before the bed gets low.” Likewise we have another explanatory support on the other side of the APPEAL, namely, “The X Boiler burns the gases.”

However, we must cement in and hold down these two supports of EXPLANATION or else the APPEAL post can be pushed one way or the other and as a result its support of the PROPOSITION would be unsteadied. Therefore, the cement setting of CONFIRMATION ties in and holds down the two explanatory supports, it being said in confirmation of the EXPLANATION of the boiler device burning the gases, “It actually did so in Darl’s factory”; it likewise being said in confirmation of the explanatory reason of the X Boiler device flashing a new fuel notification before the bed gets low, “It actually did so in Maller’s office building.”

In short, diagraming this relation of the four steps, we have the PROPOSITION as the beam, the APPEAL as the post, the EXPLANATION as the supports and the CONFIRMATION as the cement setting.

Incidentally, this figure helps make it additionally clear that the Third Step of EXPLANATION is the proof in support of the APPEAL. It shows how the APPEAL *ought* to work out.

THE IMPROMPTU TALK-PLAN

Now in this Fourth Step, evidence is given of where and when it already *has worked out* and who knows about it and so reports it. This Fourth Step shows the checks in the cashier's cage which as a matter of consultation in the front offices, it seemed logical to expect.

Section Two: Three-fold nature of CONFIRMATION:

In General Each "Where," "When," and "Who said so" in turn is the nail punch which sinks its predecessor the deeper into conviction. For instance, one real estate organization which has applied these TALK-PLANS, works out this "Where, " "When, " "Who said so" relationship somewhat as follows: They begin with the "Where-Generalization," saying, "Our subdivision is a high and well drained property." "Oh, they all claim that," is the frequent reply of the skeptical prospect.

"Do any of them claim that their property is the highest lying subdivision between the Mississippi and the Lake, as shown by the last topographical map of the district which so sets out our property?", is this house's method of clinching the "Where-Generalization" with a "When-Specification" in which they name and date and

CONFIRMATION

locate facts in detail bearing out their general statement. Then to *verify* it still more, they add the "Who said so" of "Here is the signature and seal of the head of the Cook County Map Department, certifying to this being the highest point of land in Cook County."

Illustrative application of three-fold nature of CONFIRMATION Suppose this long straight line, "—", represents the

HOW-WHY-EXPLANATION which is to be substantiated by the WHERE-WHEN-WHO-CONFIRMATION. The "Where" would break this long line up into a few large parts, or general classifications "— — —." The "When" in turn breaks up these general classifications into the specific items in each, "— — —." And the "Who said so" would still subdivide the lines, adding a confirming testimonial of an impartial expert or recognized authority, e.g., "— — —."

Suppose our "How-Why" argument is "The United States is a great country." The Where-Generalization in support would be, "The United States is great in her agriculture, great in her mines and manufacturing, great in her public school system." Here by this "Where" you note the *general* classifications of the supporting evidence are submitted.

THE IMPROMPTU TALK-PLAN

The When-Specification in behalf of each one of these Where-Generalizations would particularize the following: "The wheat production of the Northwest exceeds that of five other producing countries. The packing plants of Chicago and Kansas City supply the world with meat, shipped in for slaughter from the plains and prairies of the Middle West. In mines and manufacturing, the export business of the United States for the past two years has been equalled by no other country. Her public school system is the model educational institution after which very rapidly even Europe is patterning its own educational program."

The "Who-Said-So-Verification" by impartial authority would include the following: Reports of the Department of Agriculture recite: "The corn, wheat and live stock production of the United States is approximated by no other country." Secretary Hoover of the Department of Commerce declared in a speech recently in Chicago, "The United States is definitely and conclusively in the lead in its mining and manufacturing output." The late Lord Bryce, upon leaving this country several years ago, having been ambassador and thus having had the opportunity of making an intimate study of the country's institutions, observed: "The

CONFIRMATION

public school system of the United States is the marvel of democracy in education."

"WHERE-WHEN-
WHO" related
or unrelated

Note that each successive part of the WHERE-WHEN-WHO-CONFIRMATION as developed above in support of the statement of the United States being a great country, is supplementary to the preceding part, that is to say, the "When" carries out the "Where." Also the "Who," in turn carries out the "When." They are inter-related. They teamplay in backing up each other. This generally is the best method for their use.

However, this "Where-When-Who" evidence can, of course, be kept unrelated, with each part bearing a separate relation to the "How-Why's" of EXPLANATION, e. g., if the How-Why argument were the same as above, namely, that the United States is a great country, then the Where-Generalization of the United States being great in her agriculture might be followed by the When-Specification not naming and dating and itemizing our *agricultural* supremacy, but rather in it there could be indicated the tremendous utilization of natural resources through harnessing the energy of our water falls. That is to say When-Specification is given in proof of the United States being a

THE IMPROMPTU TALK-PLAN

great country, which bears no relation to the "Where" of her agricultural greatness. And the addition of Who-Said-So-Verification could be done in the same unrelated fashion.

However, the author leans to the first related use of this Where-When-Who Confirmation. By so doing, each point fits in closer to the one preceding.

Section Three: Cumulative nature of CONFIRMATION:

Wisdom of inviting challenge by Where-Generalization It is believed wise where one has the good fortune to have a situation where his listener can talk back to him, to get the listener to ask for the facts and more or less challenge the speaker's ability to furnish them. This can be done by pausing after your Where-Generalization, in anticipation of your listener demanding that you make good on such generalizations. Then you can give him the contents of the whole magazine chamber, itemizing your generalizations by naming and dating and locating them with When-Specification.

The inexperienced salesman or speaker errs in rushing in with his facts too rapidly and too eagerly without having the listener ready to appreciate their importance and to see their

CONFIRMATION

necessity. The better idea as a matter of sound selling is to generalize very invitingly as to the evidence in support of the argument. And then when challenged, cumulate hard and fast with your When-Specification and Who-Verification.

For instance, the critical listener will at once say, in reply to your Where-Generalization that a great many big firms use your services, "How many big firms and what are their names?" The inference from his question is that he is doubtful about whether the firms are very big and whether they are very many. And he discloses his doubt by his question. Then, if at once you follow up with the When-Specification of "Four hundred big firms use our services," and if you also specifically name them, pointing out that they are of the AAA classification, your listener has received all that he asked for and he will appreciate it the more because he asked for it in somewhat of a challenging fashion.

Clinching effect of WHO-SAID-SO VERIFICATION The listener's only possible re-action, spoken or silent, at this stage of the talk is, "Well, this man has many figures and facts which *seem* to bear him out, but, of course, he of necessity is giving me only *one* side of the matter and he

THE IMPROMPTU TALK-PLAN

doubtless has worked a long while gathering every possible figure and fact in his behalf. Possibly his facts comprise really a minority amount of the evidence anyway."

Before, however, he can speak out this possible remaining reservation, you at once submit the Who-Verification, that is to say, you in effect, declare, "Take me out of the picture. Throw away my analysis. Repudiate my facts, but let me place in front of you an expert whose analysis you respect and whose facts you know are comprehensive and conclusive. Now listen to this expert. He says, 'We (your company) serve more firms and bigger firms and have served them longer and better than any other firm in this same line of business.'" At this step of the interview it would seem clear that you have given the last conclusive evidence in confirmation of your point. And each piece of evidence has been a little more definite and specific. And your listener ought to be ready to sign on the dotted line.

Section Four: CONFIRMATION matter not unlike illustrative matter in First Step:

Natural growth
of Idea through
four steps

In this particular it will be recalled that although we have two swallows pointed out in the First Step, we do not thereupon conclude that

CONFIRMATION

Spring is here. As earlier observed, we wait to see after considering the SUGGESTION of Spring being on the way, whether, from the analysis supplied by the Third Step of EXPLANATION, the sun's rays are getting more direct, whether the world's axis has become more inclined toward the sun and whether the trade winds are more favorably blowing over the warm ocean currents. And then if, as a matter of CONFIRMATION, we can also discover robins and blue-jays and finches and canaries and thrushes, along with crocuses, the SUGGESTION of Spring begins to take the more decisive form of a conclusion.

CONFIRMATION
matter demonstra-
tive rather than
illustrative

Thus, at first blush it would seem that the illustrative matter of this Fourth Step of CONFIRMATION is quite

similar to the illustrative matter of the Second Step. Yet there is this difference: Whereas, the facts in the first two illustrations of PARALLEL-COMPARISON are given with merely an *illustrative* purpose, they are given in this Fourth Step with a *demonstrative* purpose. That is to say, here they are colored with enthusiasm and driven home with conviction, whereas in the First Step, they are merely impartially enumerated.

THE IMPROMPTU TALK-PLAN

Moreover, it should be additionally remembered that the other part of this Confirmation, namely, the Who-Said-So-Verification part —does not at all exist in the first two illustrations of the PARALLEL-COMPARISON.

Section Five: Essentials in CONFIRMATION:

Knowledge preferable to judgment in the WHO-SAID-SO VERIFICATION

What Thomas Edison and Henry Ford may *think* about a certain matter is of no great concern. Both of them have thought some very foolish things and they have spoken very foolishly. However, what they *know* usually has been full of wisdom. And whereas men are inclined to challenge their *judgment* without feeling at all impertinent, they would not contemplate challenging their *knowledge*. Hence, if in your "Who-Said-So" demonstration, you can quote a man as saying, "I *know*, etc.,," this is much stronger than to quote him as saying "I *think*, etc."

Intermingling of Third and Fourth Steps

The importance of this essential we have noted in the preceding book dealing with EXPLANATION.

One additional reason for thus intermingling the Third and Fourth Steps lies in the advantage

CONFIRMATION

of letting your audience rest from the hard analytical work of the third step by thus carrying them to the observation work of the Fourth Step. It is far easier mentally to get impressions through the senses than through the intellect.

It will be recalled that an additional reason for this intermingling of the two steps lies in the fact that if, by any chance, your analysis seems unsound to your listener and you continue with another analysis, his mind is not open to the second analysis because he is still apprehensive as to the soundness of your first analysis. He therefore is holding back from your second analysis with this reservation as to your first analysis.

If, however, in relation to this first analysis, you at once bear it out with actual WHERE-WHEN-WHO-CONFIRMATION he will have to confess that his apprehension as to the *probability* of your logic is overcome by its *actuality* in the evidence you submit. His mind is therefore made additionally receptive to the next "How-Why" analysis, for any difficulty which may have been developing in his mind is cleared up and settled favorably to you, the speaker or seller.

THE IMPROMPTU TALK-PLAN

Four classes of CONFIRMATION It will be remembered that in Book I we noted that there were four classes of illustrations available for use in the PARALLEL-COMPARISON: (1) Actual, (2) Hypothetical, (3) Analogous and (4) Classical.

This classification is less applicable here in this Fourth Step. For, in the First Step what is sought is but a tentative suggestion and a *supposed* set of cases or a near *analogous* set of cases or a set drawn from *fiction* will be sometimes equally as suggestive as a set of *actual* cases.

Hypothetical demonstrations However, here in this Fourth Step we already have noted that we use facts not in an *illustrative* way but in a *demonstrative* way. Hence, it would seem that if we had *supposed* "Where-When-Who" demonstrations, we could hardly claim that they really *proved* the HOW-WHY-EXPLANATION. Of course, it must be confessed that if the *illustrations supposed* are duplicated in a number of *actual cases* known to the listener, then possibly they would help prove the "How Why" of the Third Step.

For instance, if you are trying to prove that the smoke nuisance of a certain city is working great hardship on the housewives of the city and

CONFIRMATION

you say to an audience, "Suppose your wives have their washing out on a day when the wind is blowing from the railroad tracks. Certainly their chagrin at the smear of cinders and smoke on the hard washed white linen will be of a sort that will make 'blue Monday' very much bluer at the dinner table that night, if you return and confess to having evaded your responsibilities for eliminating the smoke nuisance."

True, you do not know of any such actual cases and you cannot state them, yet the supposed cases are so typical that doubtless the men listening to you would have one or more actual cases in their experience bearing out the hypothetical cases which you submit.

Analogous demonstrations Moreover, if an analogous demonstration is closely analogous, it will get affirmative consideration, because again there will be stimulated in the listener's mind either the presumption that there must be actual cases in support of the point being urged by reason of the analogy being a near-perfect one, or else he, himself, will know of such actual cases of CONFIRMATION.

Classical demonstrations Likewise, if the classical illustration which is used as CONFIRMATION is drawn from a writer who knew

THE IMPROMPTU TALK-PLAN

life and who wrote truly of life, again the listener might be convinced by its use.

Thus, still ranging these four classes of demonstrative matter in the order of their preference, (1) Actual (2) Hypothetical (3) Analogous and (4) Classical the speaker or seller may thus draw from the undeniable facts of experience, or from those hypothetical ones which are sufficiently typical to suggest actual ones to the listener, or from the ones sufficiently analogous to be suggestive or rather demonstrative, or from the ones drawn from fiction which are, nevertheless, true to life.

Illustrative application of four classes of demonstrations

For instance, if desiring to prove up a supporting reason of the present educational system being impractical, one can summon the actual instance of the Crane Company's costly experience with men trained theoretically. Or he can hypothecate an instance of a young student fresh from a book study of production problems trying to show a factory foreman how to place his raw materials so as to save steps. Or he can draw an analogy by asking his listeners whether they are now as certain of their business conclusions as were they when school graduates. He still can cumulate with

CONFIRMATION

a reference from fiction to H. G. Wells' *Joan and Peter*.

Section Six: "WHO SAID SO-VERIFICATION" by Action as well as by Word:

Many times memory fails one as to having an exact quotation to submit in support of the point he is making.

For instance, you probably cannot just at this moment quote any banker's specific words, advising against playing the stock market. However, you do know that the higher grade bankers do not, themselves, play the stock market, and that they do not particularly welcome the accounts of depositors who do so engage. You possibly cannot quote such bankers by word but you can quote their *action* which is as strong, if not stronger than their word. For, they may protest one thing by word and do another thing by deed.

Hence, deeds often are stronger testimonials in support of your point than words. And they frequently are easier to call to mind.

Section Seven: Time given for development of CONFIRMATION:

Between three-tenths and four-tenths of the time should be taken up ordinarily for this

THE IMPROMPTU TALK-PLAN

Fourth Step, the one-tenth variation being as between the Third and Fourth Steps. In these two steps is done the hard fierce fighting and driving with the issue lost or won by whether advantage can be taken of the opening made by the first two steps.

Hence, thus far on the basis as to relative time to be allowed in the different steps, we have agreed to give the First Step two-tenths, the Second Step one-tenth, the Third Step three or four-tenths and the Fourth Step three or four-tenths, depending on the time allotted to the Third Step, leaving about one-tenth for the clenching matter of CONCLUSION in the Fifth Step.

Section Eight: Illustrative application of Third and Fourth Steps:

In General Possibly, because of the intermingling of the EXPLANATION and CONFIRMATION which we have seen to be advisable, it might be wise to conclude this Book Four with an illustrative application of this alternating of the material of the Third and Fourth Steps.

Indeed in this illustration, it will be noted that we continue with the Fifth Step of CONCLUSION, in order to have it in front of us for

CONFIRMATION

consideration when we begin its detailed study in detail in Book Five.

Illustrative application of Third and Fourth Steps

Some pages back we had left off the lawyer as he was completing the SUCCESS-ILLUSTRATION of investment salesmanship as shown in the substantial salaries which the advertisements promised real estate and mortgage and bond salesmen. Following this he continued with the FAILURE-ILLUSTRATION of order-taking salesmanship as shown in the relatively small wages promised in advertisements of the same date to clothing and shoe clerks.

Then, with these two illustrations tugging in advance for the vocational election of investment salesmanship, he added, before putting this PROPOSITION, further persuasion for it by suggesting the APPEAL, namely, "Because of the apparently better dollar and cent return, it would seem that we can examine the selling of investments with greater assurance."

Now let us to his proof of the superior money return to be had in investment salesmanship. This proof we have explained is supplied in the Third and Fourth Presentation Steps. It is written up from notes taken by an eager salesman.

TALK
on
INVESTMENT SELLING
(Continued)

Explanatory Reason: HOW . . . In the first place, a little explanation will make it clear that investment sales propositions ought to be better ones because they are harder ones.

"True, the salesman of a necessity such as clothing or shoes or groceries, has a dotted line to fill. But it is at the top of his blank and he fills it in before anything else is put down. Hence it means no decision made. At any rate, he can write it in only when the customer so instructs him. Thus, he scarcely is more than an order taker.

"The real salesman must make the prospect sign his own name on the dotted line—at the bottom—and, too, when the blanks all have been filled in and when it is a decision which means that the prospect must sign another dotted line at the bottom of his check sheet. As well ask will ice melt, as to ask which is the harder task.

CONFIRMATION

"Let us press this difference further. Grant that a decision must be secured in each instance. Is it harder to get a man to make up his mind to take an article that is a small, immediate necessity or an article that is a large, future investment? To the investment, the evasive answer is: 'I shall think it over and let you know.' To the necessity, the necessary answer is: 'I must have it now.'

"What is the conclusion? This: It is but an elementary business principle that the product which comes hard comes high. These advertisers recognize this principle. Hence one class offers \$15-\$25 a week for weak salesmanship which comes easy. The other class offer \$3,000-\$5,000 a year for strong salesmanship which comes hard.

**Explanatory
Reason's
Confirmation:** "But gradually we all acquire the searching point of view of the Missourian. Therefore, do the actual facts demonstrate this principle that the harder salesmanship comes higher, and, in particular, that investment salesmanship pays better?

"I perform counsellor services for several of the larger real estate firms of the city. The general manager of one such firm located in the

THE IMPROMPTU TALK-PLAN

First National Bank Building some time ago showed me their semi-annual sales-report sheet. I copied from it the commission earnings of two men who were down below the average. And I do not believe that on your bluest Mondays any of you will accuse yourselves of being lower than those below the average. One man had made \$3,500 in six months. The other man in the same time had made \$2,800.

WHEN "The average earnings of salesmen of mortgages and bonds, a credit man tells me, exceed these real estate commissions. And you may know that credit men have a disagreeable way of getting accurately at the facts.

Argumentative Reason: WHY "Another reason why the bigger salary and commission checks come to the investment salesmen is that the very fact of their sales being harder, compels them so to develop themselves that they continually become stronger.

"I can sell shoes to bank clerks. But you, and men better than you, sell mortgage propositions to bank presidents. And with the bank president your fight is harder and your going has to be stouter. Few of us ever have hoped to get strong in the mile by merely running the dashes. Do you believe that by selling bank

CONFIRMATION

clerks you can hope very soon to sell bank presidents? No. You never will become stronger by sitting on a shoe stool and looking up at your customer. You feel more of a man and you are more of a man when you are ushered into his private office and you look down at your prospect sitting at his desk. In order to become strong enough for the bank president you may first work yourself out on the cashier. Then after you have tussled with him and with the president you are ready, and good and ready, for their board of directors.

**Argumentative
Reason's
Confirmation:
WHERE and
WHEN**

"Again, this is not fancy, but fact. The Chicago manager of one of our most promising paper houses, seven years ago was a linotype operator. He is where he is today because first he decided to sell the machines instead of longer to run them. Then he believed that he had developed sufficiently to be able to sell special brands of very high grade paper in carload and trainload lots to run in the machines and to the biggest houses in the country.

'WHO-SAID-SO'

"He now has asked me to incorporate his own second company for him. He still is becoming stronger,

THE IMPROMPTU TALK-PLAN

he says, because ‘his task still is increasingly harder.’

Additional Confirmation: “Wake up, England,” cried her leaders when they found themselves all but defeated by the Boer uprising. They tackled harder things. They grew stouter. They became strong enough to hold the strongest military power in the world.

Additional Explanatory Reason: “But can you men do the harder thing?

WHY “These advertisers tell you that you can. And they ought to know even better than do you, for they know better their own business demands and what type of men have been found able to fill the demands.

Reason’s Confirmation: “Ask yourselves these two questions: Can you sell cigars over a counter at \$24 a week? If you can not do that, can you wait on tables in a hotel? The two real estate salesmen, whose semi-annual earnings I have indicated to you, were holding just those positions one year ago today. There is not a man of you here to-night who is not a much better man than a hotel waiter. One year from to-night are you going to be as much better as became the hotel

CONFIRMATION

waiter in one year? He was a \$500 man getting dinner orders signed. He was no better the first day, or the first week of his selling real estate investments. But, by six months of the hardest fighting, he today has become a \$5,000 man getting lot sale contracts signed.

**PROPOSITION
Summarized,
the Fifth Pres-
entation-Step** "Big men work up. You can and you should work up into becoming real salesmen of real investment propositions. It is harder sales work. For that reason it calls for harder men. And for that reason the world promises a higher return. And the world dare not default on its promises, for it relies for its progress on just such producers.

"Do you appreciate that all this means a constant cycle of increasing development and profit? The harder the sales work, the larger the compensation. To keep on getting this larger compensation you continually are compelled to develop a greater capacity. Consequently, you are able to engage in sales work yet harder. Again, your compensation is better. All the while, then, each one of you is becoming a better man among bigger men by selling them ever larger investment propositions.

THE IMPROMPTU TALK-PLAN

"Men of backbone have no mere wishes about this success secret. They sign up investment sales contracts. They prefer its harder fighting to easier loafing and its bigger doing to idle dreaming. You can sell big. You are going to sell investment propositions. You, therefore, will be big."

With this illustration of the Fifth Step of CONCLUSION immediately before us, let us turn to Book Five for the detailed consideration of this Fifth Step, first noting the questions and cases here appended.

PART Two
Questions and Cases



QUESTIONS

I

How do the five men "good and true" of the Third and Fourth Steps of EXPLANATION and CONFIRMATION differ from those put in rhyme form by Kipling? (See introductory paragraph of Book Four.)

II

What is the general nature of CONFIRMATION? (See Section One.)

III

In the language of fence building, what is the function of CONFIRMATION so far as the "How-Why" supports of EXPLANATION are concerned? (See Section One.)

IV

What is the three-fold nature of CONFIRMATION? (See Section Two.)

THE IMPROMPTU TALK-PLAN

V

Draw in the form of straight and broken lines the relation of the three parts of CONFIRMATION to EXPLANATION. (See Section Two.)

VI

Need the "Where-When-Who" materials of CONFIRMATION be related or may they be also unrelated? (See Section Two.)

VII

What is the "come-on" nature of CONFIRMATION? (See Section Three.)

VIII

What is the difference between the illustrations used in this Fourth Step of CONFIRMATION and those used in the First Step of PARALLEL COMPARISON? (See Section Four.)

IX

Indicate three essentials to be observed when using this Fourth Step of CONFIRMATION. (See Section Five.)

X

What is another form of WHO-VERIFICATION in addition to *word* testimonials? (See Section Six.)

XI

What is the relative amount of time to be given to this Fourth Step of CONFIRMATION? (See Section Seven.)

CONFIRMATION

CASES

(These cases are worked out in the Appendix hereto with the view to aiding you in checking your own work. However, it obviously would be wise to work out the case, in each instance, for yourself in advance of checking the solution as given in the Appendix.)

I

Suppose you have a report to make favoring the consolidation of certain departments in your business and that your one APPEAL is *Economy* and that your "How-Why" is less overhead and more work out of fewer clerical employees. Take each one of these two "How-Why" supports in relation to your own business and work out a WHERE-WHEN-WHO-CONFIRMATION for each support.

- a. Try talking this to some one of your business associates, submitting first only the WHERE-GENERALIZATION and see if you can get him so to challenge you as that you can "come-on" decisively with your WHEN-SPECIFICATION and your WHO-VERIFICATION.

II

Take the statement, "Continue your education" and assume you are talking to a group of high school graduates. Use as your APPEAL, "Higher business position," and determine your "How-Why" supports in relation to each, putting in WHERE-WHEN-WHO-CONFIRMATION. Then see whether you can question

THE IMPROMPTU TALK-PLAN

the conclusiveness of your substantiation for each one of the "HOW-WHY" supports.

III

Outline thru all four steps of PARALLEL-COMPARISON, SUGGESTION, EXPLANATION and CONFIRMATION, the proposal to your employer or stockholders for profit participation to be allowed you in the business. Then note whether your data in your PARALLEL-COMPARISON has an *illustrative* purpose as compared with the *demonstrative* purpose in the Fourth Step.

IV

On each one of the problems above given, go back and check your WHO-VERIFICATION to ascertain whether it is based on *knowledge* rather than on *judgment*.

V

Take at least one set of "How-Why" supports which you have used above and try giving it CONFIRMATION by the four classes of demonstration with which you are familiar.

VI

Classify the facts of the "How-Why" supports of the APPEALS of your product into WHERE-GENERALIZATION, WHEN-SPECIFICATION and WHO-VERIFICATION.

VII

Classify the facts of the first three advertisements you read into this three-fold nature of

CONFIRMATION

CONFIRMATION. Try re-writing this CONFIRMATION data first so that the "Where-When-Who's" are related one to the other, each proving up the preceding piece of evidence and then try doing the same piece of work, only having no relation appear between each one of the "Where-When-Who" pieces of evidence.

Appendix



CASES AS WORKED OUT

I

Suppose you have a report to make favoring the consolidation of certain departments in your business and that your one APPEAL is economy and that your "How-Why" is less overhead and more work out of fewer clerical employees. Take each one of these two "How-Why" supports in relation to your own business and work out a WHERE-WHEN-WHO CONFIRMATION for each support.

WHERE-GENERALIZATION: Less overhead would come by reason of approximately the same production being secured under one department manager that was secured formerly under two department managers.

WHEN-SPECIFICATION: Only last year our vice-president and sales manager left our employ and Mr. Georgeson (name fictitious) took over his department with the result that at the end of the year we had within a very few thousand dollars of the same volume we had had and saved ten thousand dollars in salary.

CONFIRMATION

WHO-VERIFICATION: Here are the auditor's figures in substantiation of this observation.

WHERE-GENERALIZATION: Moreover, this consolidation will dispense with at least two stenographers.

WHEN-SPECIFICATION: In this same situation above referred to, one girl was dispensed with at once and later in the year, you recall, we were able to let out the other girl by reason of it being possible to keep the first girl busy thru the whole day instead of merely having two girls busy at rush periods and both idle in the slack hours of each day.

WHO-VERIFICATION: The employment cancellation sheet shows the letting out of two girls employed in these two departments and it also shows that no girls were hired to take the places of the two girls let out.

II

Take the statement, "Continue your education" and suppose you are talking to a group of high school graduates. Use as your APPEAL, "Higher business position," and determine your "HOW-WHY" supports in relation to each, putting in WHERE-WHEN-WHO-CONFIRMATION. Then see whether you can question the conclusiveness of your substantiation for each one of the "HOW-WHY" supports.

SUGGESTION: Because of the higher business position you will enjoy, ought you not consider continuing your education?

THE IMPROMPTU TALK-PLAN

EXPLANATION No. 1: You will enjoy a higher business position because you will have a wider appreciation of the relationship of different departments in any business by thus continuing your education.

CONFIRMATION:

WHERE: Many large firms are training college men for executive positions, running special training schools for them.

WHEN: The National City Bank of New York long has maintained such training schools for college men.

WHO: I have a very indignant letter here from the vice-president of this bank repudiating any stories current to the effect that this training school has not been highly successful. The enclosed excerpt from the chairman of his Board of Directors especially commending the high type of junior officers that have been developed from the college men not merely because they have had college education but because of the training school maintained by the National City bank is ample verification of the need of your continuing your education.

EXPLANATION No. 2: Moreover, you will obtain a higher business position by continuing your education, not merely from the point of view of having a wider appreciation of the relationship of different

CONFIRMATION

departments of business, but you will develop the capacity to analyze the detailed problems of each department. For instance, the case method of study makes education no longer theoretical but exceedingly practical.

CONFIRMATION:

WHERE: Right here in these Talk-Plan Steps the problems being here submitted and then worked out give a capacity for detailed analysis and application of theory to the bread and butter facts of life that is certain to develop a higher business position in every earnest reader.

WHEN: The sales managers of the Chicago Tribune found the case method in these Talk-Plan Steps very suggestive in writing up their merchandise surveys after they had studied the Plans together in the winter of 1922.

WHO: Writes Mr. R. L. James, General Sales Manager of Libby, McNeil & Libby, "Your Talk-Plans are invaluable particularly to the busy sales executive whose success depends to no small degree on the manner in which he puts over his ideas."

III

Outline thru all four steps of PARALLEL-COMPARISON, SUGGESTION, EXPLANATION, CONFIRMATION, the proposal to your employer or stockholders for profit participation to be allowed you in the business. Then

THE IMPROMPTU TALK-PLAN

note whether your data in your PARALLEL-COMPARISON has an illustrative purpose as compared with the demonstrative purpose in the Fourth Step.

PARALLEL-COMPARISON: In relation to the advisability of profit participation, do you recall that two years ago three of your old department managers jumped the annual production of your company from four to five million dollars to twelve to thirteen million dollars in two years' and they did it on a profit participation basis and at a time when competitors' businesses were going down hill instead of up hill?

Then do you recall that when you stopped this participation basis of compensation, that your production barely held even and to some degree declined, altho you brought in outside men to aid in its development?

SUGGESTION: Because to the degree that any man participates in the profit, he fights that much harder to make it, do you not think the proposition of profit participation is sound?

EXPLANATION: Let me explain to you how this is true. No matter how earnest a man is, if he has a dead level limitation on what he may earn, he just does not put in that last ultimate effort which sometimes is the hair line of distinction between mediocre and maximum success. The

CONFIRMATION

motive of self-preservation is so dominating in every man's make-up, as that he even unwittingly responds more eagerly when this motive is impelled as indeed it is in the profit participation plan.

CONFIRMATION:

WHERE: For instance, you quite clearly saw in your Sales Manager a very much more eager and positive position taken in the handling of the sales meetings once he learned you were willing to adopt the profit participation basis.

WHEN: This likewise was reflected in the work of the other five executives of your company last year who also made up the senior division enjoying a participation in the profits.

WHO: Roger Babson points out in a recent bulletin of the Babson Institute that there is no greater assurance for business success than the enlightened policy of profit participation with trusted employees.

IV

On each one of the problems above given, go back and check your WHO-VERIFICATION to ascertain whether it is based on knowledge rather than on judgment.

I would be inclined to confess that the preceding solution of Case Three is based more on judgment than on knowledge. Although if Roger Babson spoke from actual experience in his own institute

THE IMPROMPTU TALK-PLAN

in operating on a basis of participation of profits, it might be said truly that the verification given was based on knowledge. At any rate, surely you do appreciate by this time that the man who can say, "*I know*" is very much more to be relied on than the man who can say merely, "*I think.*"

V

Take at least one set of "How-Why" supports which you have used above and try giving it CONFIRMATION by the four classes of demonstration with which you are familiar.

Suppose we take in Case One, the APPEAL of economy in behalf of the consolidation of departments.

We might begin with the following "How-Why" support and then prove it up by the four classes of demonstrations.

"You will have less overhead per unit of sale even if you should have a slightly smaller volume."

Demonstrations:

ACTUAL: This we saw in the consolidation of departments when our vice-president and sales manager left our employ last year.

HYPOTHETICAL: Suppose you are selling a million dollars of your product in each of your two departments, thus having a \$2,000,000 total volume from the two departments. Suppose on this volume

CONFIRMATION

you have an \$18,000 overhead charge of \$9,000 salaries to each of two men. This means a cost of .009. Assume that you remove one of the \$9,000 men whose overhead is being charged against this \$2,000,000 and grant that your production is lessened to \$1,800,000. Even so, your overhead sales cost is reduced to .005.

ANALOGOUS: Many a business has found that as it developed from a local business to a national organization that it could not maintain its separate departmental divisions and still work out a concentration of work with the resulting economy in the national organization which it naturally would be supposed could be effected. Many an organization has been forced on the rocks by this situation. Now, we are gradually evolving from a local into a national organization, so that the analogous experience of other companies ought to be a lamp to our path on up to larger profits and greater economies.

CLASSICAL: "Take more from less rather than less from more."

VI

Classify the facts of the "How-Why" support of the APPEALS of your product into WHERE-GENERALIZATION, WHEN-SPECIFICATION and WHO-VERIFICATION.

Suppose that your product for sale is the trust service of some bank and suppose

THE IMPROMPTU TALK-PLAN

that the APPEAL for this trust service is perpetuation of your protection for your family.

One "How-Why" support would be your almost absolute control over the investments made from your estate and the method of distributing the income from it.

The WHERE-GENERALIZATION of this could be: a great many estates are thus perpetuated by the creation of trusts and by the elimination of the dissipation of such trusts by the beneficiaries. The WHEN-SPECIFICATION would be the Marshall Field estate during the past twenty years. The WHO-VERIFICATION would be the probate record of this estate.

VII

Classify the facts of the first three advertisements you read into this three-fold nature of CONFIRMATION. Try re-writing this CONFIRMATION data, first, so that the "WHERE-WHEN-WHO'S" are related one to the other, each proving up the preceding piece of evidence and then try doing the same piece of work, only having no relation appear between each one of the "WHERE-WHEN-WHO" pieces of evidence.

Suppose the advertisement which you read says that high power executives have taken the TALK-PLANS, this being the WHERE-GENERALIZATION.

The WHEN-SPECIFICATION would be Mr. H. W. Elmore, Head of the H. W.

CONFIRMATION

Elmore Company and Mr. W. H. Britigan, Head of the William H. Britigan real estate organization, are high power executives who have taken the TALK-PLANS.

The WHO-VERIFICATION then can be this statement authorized by Mr. Elmore: "No single factor has so much helped me or my sales force as your TALK-PLANS," together with Mr. Britigan's endorsement: "Wonderfully effective for our salesmen and sales managers."

It will be noted that each one of these "Where-When-Who's" is related to the one preceding it. That is to say the high power executives are named and dated in Mr. Elmore and Mr. Britigan and the verifications are those actually taken from the same Mr. Elmore and the same Mr. Britigan.

On the other hand a series of unrelated "Where-When-Who" statements might be worked out as follows: "Where": High powered executives have taken the TALK-PLANS. The "When" would be the Chicago Press Club have taken the TALK-PLANS with greater effectiveness resulting in their members. The "Who-Said-So" would be: Professor James Parker Hall, Dean of the University of Chicago Law School, writing as of September 21, 1921, "Your TALK-PLANS are sound psychology."

THE IMPROMPTU TALK-PLAN

Analysis of the above "Where-When-Who" supports shows no relation. The WHEN-SPECIFICATION of the Chicago Press Club has little or no relation to the high power executives spoken of in the WHERE-GENERALIZATION, for the Press Club is not an executive and its members for the most part are not executives but writers.

Moreover, the "WHO-VERIFICATION" of the educator does not relate at all to the Press Club.

It will be remembered, however, that the author favors the related "Where-When-Who's," as illustrated in the first half of this Case VII.





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